



*Purpose Statement: To track our performance in achieving True North, using focused driver metrics aligned with organization-wide strategies.*

■ On-Target  
■ Off-Target

True North Strategy Measure	Executive Owner	Measure Unit	CY 22 Baseline <sup>A</sup>	Improvement direction <sup>↑/↓</sup>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	CY 23 Year To Date <sup>A</sup>	On-Off-Target	Target CY 23 (unless noted in footnote) <sup>A</sup>	
Departments Driving Equity	Ehrlich, Turner	% of departments	63%	↑	25%	60%	75%	67%	50%								56%	Off-Target	65%	
<b>Achieving Safe &amp; Equitable Patient Care</b>																				
★ Catheter Associated Urinary Tract Infections (CAUTI)	Smith, Winston	Count / 1,000 urinary catheter days	Rate = 1.78	↓	Rate = 1.93 Count = 6	Rate = 1.80 Count = 0	Rate = 2.07 Count = 4	Rate = 2.27 Count = 4									Rate = 2.27 Count = 33	Off-Target	Rate = 2.26	
★ Central Line Associated Bloodstream Infections (CLABSI)	Smith, Winston	Count / 1,000 central line days	Rate = 0.92	↓	Rate = 0.91 Count = 1	Rate = 0.82 Count = 0	Rate = 0.91 Count = 1	Rate = 0.91 Count = 0									Rate = 0.91 Count = 10	Off-Target	Rate = 0.77	
★ Colon Surgical Site Infections (COLO SSI)	Smith, Winston	Standardized Infection Ratio (Observed/Expected)	Rate = 0.96	↓	Rate = 0.87 Count = 0	Rate = 0.81 Count = 0	Rate = 0.78 Count = 0										Rate = 0.78 Count = 9	On-Target	Rate = 1.62	
Hospital Acquired Pressure Injuries (HAPI)	Smith, Winston	Count / 1,000 midnight census	Rate = 0.28	↓	Rate = 0.28 Count = 1	Rate = 0.29 Count = 3	Rate = 0.31 Count = 3	Rate = 0.32 Count = 1									Rate = 0.32 Count = 25	Off-Target	Rate = 0.20	
Falls with injury (med surg, 4A, ED, inpatient psych)	Smith, Winston	Count / 1,000 midnight census	Rate = 0.71	↓	Rate = 0.57 Count = 3	Rate = 0.50 Count = 2	Rate = 0.53 Count = 6	Rate = 0.57 Count = 8									Rate = 0.57 Count = 53	Off-Target	Rate = 0.45	
<b>Harmonizing and Synergizing Access and Flow Across the ZSFG Campus</b>																				
Emergency Department - Ambulance Diversion Rate	Day, Otway	% of time on diversion	63.9%	↓	51.2%	45.1%	43.1%	47.8%	37.3%								44.9%	On-Target	50.0%	
Specialty Care Clinics - Third Next Available Appointment ≤ 21 days	Day, Otway	% of clinics ≤ 21 Days	82%	↑	80%	87%	89%	76%	76%								82%	Off-Target	90%	
Department of Care Coordination - Lower Level Of Care Patient Days	Day, Otway	# of patient days	1,315	↓	1,914	1,489	1,534	1,522	1,554								1,603	Off-Target	1,100	
<b>Achieving Safe &amp; Equitable Staff Experience</b>																				
Physical Assaults with Injury	Turner	# per Month	3.1 <sup>B</sup>	↓	0.0	5.0	8.0	6.0	4.0								4.6	Off-Target	2.0	
<b>Revenue Cycle Optimization</b>																				
Denial Rate - Hospital Billing	Bilinski, Boffi	% of Claims Denied	18.6%	↓	15.6%	20.0%	19.6%	18.1%	18.5%								18.5%	Off-Target	17.0%	
<b>TRUE NORTH OUTCOME METRICS</b>																				
★ CMS Star Rating	Ehrlich	# of stars	1 - Star	↑	1 - Star												1 - Star	Off-Target	2 - Star	
★ Likelihood to Recommend Hospital to Friends & Family	Ehrlich	% positive responses	75.3%	↑	77.8% n = 153		Q2 CY 2023		Q3 CY 2023		Q4 CY 2023		77.8%		On-Target			77.0%		
			Asian 69.5%		Asian 72.9% n = 48					72.9%										
			B/AA 71.6%		B/AA 87.5% n = 16					87.5%										
			Hispanic 86.6%		Hispanic 88.9% n = 45					88.9%										
Likelihood to Recommend Provider's Office to Friends & Family	Ehrlich	% positive responses	77.8%	↑	79.8% n = 7,186		Q2 CY 2023		Q3 CY 2023		Q4 CY 2023		79.8%		On-Target			80.0%		
			Asian 75.1%		Asian 79.3% n = 1,370					79.3%										
			B/AA 75.4%		B/AA 77.2% n = 892					77.2%										
			Hispanic 80.0%		Hispanic 81.5% n = 2,958					81.5%										
Likelihood to Recommend ZSFG as a Workplace	Ehrlich	Weighted Average	3.66	↑	DPH Staff Engagement Survey (3/1/23 to 3/31/23)												On-Target			3.75
			Asian 3.70		Results Expected June/July 2023															
			B/AA 3.54																	
			Hispanic 3.79																	
White 70.1%	White 65.9% n = 41						65.9%													
	79.8%						79.8%													
	79.3%						79.3%													
	81.5%						81.5%													
78.6%						78.6%														
General Fund Spend To Not Exceed Budgeted Amount	Ehrlich	\$ in Millions	\$78.11M	↓	\$146.47M		Q4 FY23		Q1 FY24		Q1 FY24		\$146.47M (Q3 FY23) <sup>C</sup>		On-Target	\$174M				

★ = Included in CMS Star Ratings

**Footnotes:**

★ Patient Safety metrics are measured and reported on a rolling 12-month calendar, with 1-month lag (COLO SSI has a 2-month lag);

A = General Funds are measured and reported on Fiscal Year calendar;

All other metrics are measured and reported on Calendar Year start/end

B = High risk areas include: Psych (Inpatient and Psych Emergency), Med-Surg, Behavioral Health Center, Emergency Department, Urgent Care

C = General Fund values are not cumulative, but a projected estimate of GF fund spend through the end of the fiscal year based on actual revenues and expenditures at the end of each quarter